



# Stanford Committee for Professional Satisfaction and Support (SCPSS)

## COMMITTEE DESCRIPTION

The recently re-named [Stanford Committee for Professional Satisfaction and Support](#) was launched in 2010 by then Chief of Staff Bryan Bohman in an effort to help physicians balance the increasing demands of the modern practice environment. Since its inception SCPSS's guiding principle has been that the professional satisfaction of physicians and other caregivers is inextricably linked to quality, safety and patient-centeredness.

The committee's work, which spans the physician career continuum, has focused on promoting physician wellness and professional satisfaction as key organizational priorities. It has brought together those already working in this arena across the medical center and university, promoting integration and collaboration. Moving forward, it is developing new physician support programs based on internal survey data.

This brochure highlights many of the efforts SCPSS promotes or sponsors as it works to improve the following:

- *Personal Health (Prevention and Healthy Behaviors)*
- *Organizational and Peer Support*
- *Community Building and Collegueship*
- *Work-Life Integration*
- *Personal Resilience and Professional Satisfaction*
- *Organizational and Personal Values Alignment*



For more information about the Stanford Committee for Personal Satisfaction and Support please contact:  
Dr. Bryan Bohman, [bbohman@stanfordmed.org](mailto:bbohman@stanfordmed.org) or Dr. Dana Welle, [dwelle@stanfordmed.org](mailto:dwelle@stanfordmed.org)

# Resident and Fellow Support Programs

## THRIVING IN RESIDENCY—INTERNAL MEDICINE

In order to thrive during the more intense rotations of the [Internal Medicine Residency](#), Dr. Ron Witteles, Program Director and Dr. Robert Harrington, Chair of Medicine, created a program to promote house staff balance and wellness.

This program began with a group of medicine chief residents with their ear to the ground, who literally asked house staff what was the most challenging for them during the hardest rotations (oncology and intensive care unit). The house staff noted that there was a high frequency of difficult outcomes during inpatient oncology and the ICU and they were interested in a safe forum for discussion as well as communication skills that could enhance the care of their patients and their self-care.

In response, the residency program leadership partnered with WellConnect to create a program to promote personal awareness and resiliency. Dr. Lisa Post meets once a month with house staff from our oncology and intensive care unit rotations to facilitate discussions regarding unanticipated outcomes and deaths. This is combined with focused teaching on communications in emotionally challenging situations.

For more information about this program please contact Dr. Stephanie Harman, [smharman@stanford.edu](mailto:smharman@stanford.edu) or 650-724-7054.

## STANFORD WELLCONNECT

The providers at [Stanford WellConnect](#) understand there are times when stressors can get in the way of balancing the demands of professional and personal life. Without help, problems can intensify, having an effect on emotional and physical well-being and professional success.



Under the leadership of Dr. Laura Roberts; a confidential, 24-hour consultation and referral service was launched and is managed by Lisa Post PhD and Dr. Mickey Trockel. WellConnect provides residents and fellows information and assistance to navigate their mental health benefits and resources, offering assessment and referral to the following services:

- *Individual counseling*
- *Couples counseling*
- *Substance abuse assessment and counseling*
- *Medication evaluation*
- *Medication management*

Faculty can also access this resource to discuss concerns they may have about trainees.

To contact WellConnect yourself — or to make a referral — simply call our staff at 650-724-1395.



Internal Medicine Residents

# Balance in Life



## SURGICAL RESIDENT PROGRAM

In 2011, under the leadership of Dr. Tom Krummel and Dr. Ralph Greco, the Surgery Department created a “Balance in Life” program for General Surgery residents. This multifaceted program addresses the physical, psychological and social well-being of the surgical residents.

One unique aspect of the program is the meeting each class has on a weekly rotating basis with Lisa Post, PhD. These closed meetings are a safe place for residents to comfortably discuss a variety of concerns, such as handling difficult outcomes.

In addition, this program includes a Big Sib/Little Sib mentor relationship, a “Stanford After Hours” brochure with resident-recommended PMDs, dentists and recreation, and a social program with planned activities.

Fully supported and funded by the department chair and with input from residents, it has become a substantial part of the culture, which promotes self-care, teamwork and resiliency building in the surgical residents.

For more information, please contact Dr. Ralph Greco at phone number **650-736-1355** or email him at **greco@stanford.edu**

## RESIDENT PEARL SUPPORT PROGRAM

Several years ago, the Summit Risk Management Department, developed the PEARL process, (*Process for Early Assessment and Resolution of Loss*), to assist patients and their families involved in an unexpected clinical outcome. During the risk analysis residents are queried as to the facts relating to the case. This in-depth review of their work can often be a highly stressful experience, one that can include anxiety and self-doubt followed by long-term physician burnout.

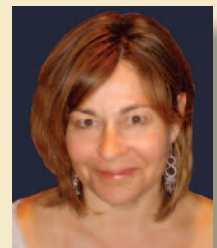
To address this situation, SCPSS, working in conjunction with Risk Management, is designing a PEARL Support Program for residents involved in critical incidents. This program ensures each resident will be contacted in a timely and supportive manner. Two expert mental health providers, Dr. Lisa Post and Dr. Mickey Trockel, will lead the program. Residents involved will be offered an opportunity for a confidential initial meeting and one follow-up meeting with these experts.

The Resident PEARL support program is designed to mitigate any detrimental effects residents face following unexpected clinical events by providing critical help they need early in their careers to deal with these challenging situations.

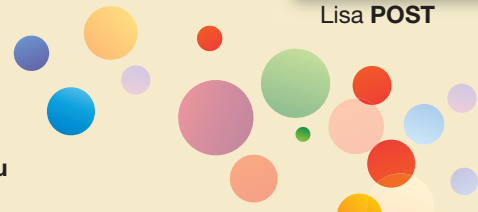
For more information please contact Dr. Mickey Trockel at **trockel@stanford.edu**



Mickey **TROCKEL**



Lisa **POST**





# Physician Wellness Survey

## MEASUREMENT

The first annual [Stanford Physician Wellness Survey](#) for all physicians on the medical staffs of Stanford SHC and LCPH physicians was conducted in August 2013 under the leadership of committee member Mickey Trockel.

Over 800 physicians completed the survey, which assessed the following:

- Meaningful professional engagement (meaningfulness of patient care and positive emotional state at work)
- Burnout (emotional exhaustion and depersonalization)
- Work-related strain on personal relationships
- Sleep-related daytime impairment
- Depression and anxiety
- Workplace anxiety
- Workplace environmental determinants of physician burnout vs. meaningful professional engagement:
  - ☒ Values alignment
  - ☒ Perceived appreciation
  - ☒ Work-related social support from colleagues
  - ☒ Perceived control of scheduled and pace of work
  - ☒ Hassles contributing to inefficiency at work
  - ☒ Number and distribution of work hours.

Analyses of survey responses are underway and SCPSS will utilize the resulting data to inform our evolving program evaluation and development. An executive report summarizing survey results will be distributed to the medical staff.



# Wellness Programs and Work-Life Fit

## ACADEMIC BIOMEDICAL CAREER CUSTOMIZATION (ABCC)

At the School of Medicine (SoM), one of the top two reasons faculty consider leaving is the search for greater work-life integration. In addition, work-work conflict (competing demands across missions) is a significant source of faculty stress.

To address this dilemma, the SoM developed the [Academic Biomedical Customization \(ABCC\)](#) pilot program to support faculty in addressing their specific work-life and work-work conflicts as an integral part of their career development and success.

### ABCC MODEL INCORPORATES TWO MAJOR ELEMENTS:

- *Customized Career Development:* A yearly one-on-one career development conversation between individual faculty and their department chair, supported by coaching and the active provision of information on available institutional resources to support the career development and work-life integration of each faculty.
- *A banking system to formalize tradeoffs within teams:* Implemented at the team level, this recognition system provides concrete support for faculty who engage in activities that support the work-life integration of their team. The ABCC pilot has so far been implemented within 4 clinical and 2 basic science teams.



Hannah **VALANTINE**



Jennifer **RAYMOND**



Christy **SANDBORG**



Caroline **SIMARD**

The leadership team of the initiative includes Hannah Valentine, MD, Christy Sandborg, MD, Jennifer Raymond, PhD, and Caroline Simard, PhD.

For more information please contact Caroline Simard at [csimard@Stanford.edu](mailto:csimard@Stanford.edu)



## PARTNERSHIPS WITH UNIVERSITY AND HOSPITAL WELLNESS PROGRAM

SCPSS works closely with the University and Hospital wellness initiatives including HIP, BeWell, and HealthySteps to align common interests and build synergy wherever possible. Partnership examples include: linking the SHALA with the PWC Wellness Survey; linking with HIP/BeWell to offer biometric screening and advising; encouraging house staff to participate in the HealthySteps to Wellness program and supporting other wellness programs that exist within the medical center.

HIP provides partial funding to support the Physician Wellness Survey and programs that will benefit medical Residents, Post-docs, and other clinical care providers.

For more information: Stanford University Benefits Eligible Employees: [bewell@stanford.edu](mailto:bewell@stanford.edu)  
LPCH & SHC Benefit Eligible Employees: [healthysteps@stanfordmed.org](mailto:healthysteps@stanfordmed.org)

*Satisfied  
caregivers make  
for satisfied  
patients*



# Wellness and Resiliency Programs

## ANESTHESIA RESILIENCY PROGRAM

This innovative program was co-founded in 2010 by committee member Dr. Emily Ratner and her colleague Dr. Tara Cornaby, with the purpose of promoting [resiliency, self-care and peer support for Anesthesiology Residents](#). Incorporated into the educational curriculum, this unique aspect of the residency program has been described as transformative and life changing.

First year residents attend a voluntary offsite weekend retreat, where faculty facilitated small groups are formed. Experiential exercises involving modalities that promote resiliency comprise the majority of the retreat. As there's no "one size fits all" approach to resiliency, residents are exposed to multiple techniques to develop stress management skills and self-awareness, with mindfulness as the foundation of the program.

Subsequently, residents not attending the retreat are incorporated into these small groups, which meet regularly throughout the duration of the residency program with trained facilitators. Sessions are conducted in a confidential, safe, and nonjudgmental environment, where residents are encouraged, but not required, to share their personal or professional concerns. Their recognition that their struggles are shared, coupled with the development of new coping and communication skills help form the cornerstones for a strong, peer supported culture.

For additional information, please contact Co-founding Directors: Emily Ratner, MD or Tara Cornaby, MD at [eratner@stanford.edu](mailto:eratner@stanford.edu) or [tcornaby@stanford.edu](mailto:tcornaby@stanford.edu)



## FACULTY WELLNESS PILOT PROGRAM



**VALANTINE**

Based on the successful Anesthesia Resiliency Program, this School of Medicine (SoM) sponsored year long pilot program was offered in order to foster self-care, develop self-awareness, and build a model to promote community support in faculty members. Under the guidance of Senior Associate Dean of Diversity and Leadership, Hannah Valentine, MD, SoM faculty were eligible to apply, and ten individuals from the Departments of Anesthesiology, Medicine, Pediatrics, Radiology, and Surgery (ER Division) participated. Representative faculty from every rank (Instructor, Assistant Professor, Clinical Associate Professor, etc.) first attended an offsite retreat, and monthly meetings were planned for the remainder of the year.

Trained faculty facilitators led group activities based on mindfulness principles at the inaugural retreat in 2013. Although monthly sessions were planned to follow, the participating faculty chose to meet twice per month, as their mutual connection and sessions together became such a high priority. All attendees reported the experience exceeded their expectations.

Enthusiastic, positive feedback after the retreat included the following:

- *[This was] the most remarkable network creation I have ever known; truly 'network' or 'bond' or even 'friendship' does not being to cover my experience."*
- *"This was one of the best experiences of my life. Life changing."*
- *"This ended the sense of social isolation I've felt at Stanford."*
- *"The mind body skills decrease stress,*

*continued on page 7*

# Wellness Programs

## MEDICAL STUDENT WELLNESS

The Office of [Medical Student Wellness](#) aims to help Stanford medical students thrive by providing individual counseling, wellness programming, and learning environment initiatives. A member of the committee, Rebecca Smith-Coggins, MD, Associate Dean for Medical Student Life Advising, leads the Office. Kerri Wakefield, PhD, serves as the Associate Director for Student Wellness.

### INDIVIDUAL COUNSELING

Medical students may contact us to discuss sensitive or personal topics or to obtain advice of a non-academic nature in a comfortable and confidential environment. Students are encouraged to bring issues that impact their life decisions, well-being, and academic performance.

### WELLNESS PROGRAMMING

We also partner with students to develop and implement a wide range of programs and events to promote wellness. Examples include:



- [Stanford Wilderness Experience Active Trip \(SWEAT\)](#), a 3-day pre-orientation wilderness trip for incoming first years.
- [Stanford Medical School Cup \(SMS Cup\)](#), a field day encouraging friendly competition between learning communities throughout a series of events.
- [Ears for Peers \(E4P\)](#), a student-to-student peer listening group that provides free and confidential counseling to MD, MSTP, and MOM students.
- [Transition to Clerkship Retreat](#), an event for students to celebrate the completion of their classroom education and learn about life in clerkships.
- [Question, Persuade and Refer \(QPR\) Training](#), an initiative to train students and educators how to recognize and respond to a psychological emergency.

### PILOT PROGRAM – from page 6

- increase focus and help productivity.”  
“Professionally, *[this has helped me have]* more patience and compassion for both patients and colleagues.”

For additional information, please contact the Director, Emily Ratner, MD at [eratner@stanford.edu](mailto:eratner@stanford.edu) or Sponsor Hannah Valantine, MD, at [hvvk@stanford.edu](mailto:hvvk@stanford.edu)

### LEARNING ENVIRONMENT

Finally, we are committed to promoting positive learning environments by monitoring and responding to incidents of student mistreatment as well as increasing awareness of learning environment issues at all levels of medical education.

*Supporting  
caregivers promotes  
excellent  
patient care*

For more information please contact Rebecca Smith-Coggins, MD, at [smithcog@stanford.edu](mailto:smithcog@stanford.edu)

# Additional Communications



## WELLMD WEBSITE

The website for the committee, WellMD, (<http://wellmd.stanford.edu>), developed by Harise Stein, MD serves as a resource for faculty, house staff and medical students. Along with links to self-assessment tests, it contains contact information for groups, classes and volunteering opportunities. One particularly useful feature is a constantly updated Calendar of events including wellness-related CME offerings.

In addition, extensive self-help information is included on exercise and fitness, stress and burnout (including litigation stress), depression, mindfulness, resilience, and work-life balance. Each of these sections includes practical advice and local resources as well as research articles specifically relating to physicians and physicians-in-training.

A “Get Help” page provides immediate crisis contact information as well as suggestions for handling difficult situations with a colleague or trainee.

## WELLMD MONTHLY NEWSLETTER

The Committee Newsletter launched in January 2012 and is distributed electronically each month to faculty, house staff and medical students at SHC and LPCH. The newsletter serves as a vehicle for the committee to communicate projects, speakers, events, and items of note going on at the medical center and pertinent to the work of the committee.

## FACULTY ATTENDING PHYSICIAN PEER SUPPORT

One of the most significant stressors physicians face is personal involvement in an unexpected bad patient outcome or other negative critical incident. To help our colleagues through this challenging time, the Committee plans to implement a [Peer Support Program](#) in early 2014. A trained physician colleague will serve as the peer supporter and the one-on-one conversations within this program will be protected from discovery in any legal proceedings.

We are working with Dr. Jo Shapiro, leader of the Center for Professionalism and Peer Support at Brigham and Women’s Hospital and a nationally recognized authority in this field. On October 11th, Dr. Shapiro met with SHC, LPCH and SOM leaders including the Dean, as well as the group that is currently developing our Peer Support program.

This initiative is encouraged and supported by the Dean’s Office and Risk Management.



Bryan **BOHMAN**, Lloyd **MINOR**, Jo **SHAPIRO**, Dana **WELLE**

Each month features a column on a timely topic, such as visits from wellness experts, the launch of our medical staff survey, or various department pilot projects/programs of which other departments may want to be aware. A calendar section of the newsletter notes important educational, physical activity or social events, and a research section highlights recent articles relating to the health and satisfaction of physicians at all stages of life.